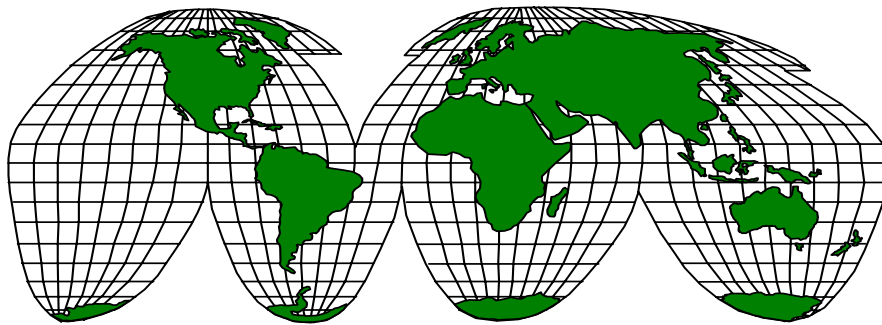


Equal Opportunity Advisor's Field Handbook



Prepared by: Equal Opportunity Proponency Office, Adjutant General School, Soldier Support Institute, Fort Jackson, SC 29207. A very 'Special Thanks' to the Equal Opportunity Advisors from around the world who have provided input for this Handbook based on their experiences as Equal Opportunity Advisors.

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Introduction

The Equal Opportunity Advisor (EOA) is well trained by DEOMI to deal with the many complex and diverse emotions, attitudes, and beliefs which they will face while performing EOA missions and duties in the field.

The purpose of this book is to create a quick reference guide to assist you in the mechanics of your job as a functioning EOA. These functions include not only the routine and daily functions, but those that are performed infrequently. It has also been developed for you to assist commanders in developing their unit equal opportunity program.

This handbook provides you with the most current information available in a condensed, one source document. It is a reference guide, and as such, should always be looked upon only as that. It is not regulatory in nature nor is it the only way that certain functions and actions are to be performed. Your particular installation or chain of command may have different, or additional procedures for handling some of these actions. The regulation(s) and your higher headquarters should always be your reference in areas where there is regulatory guidance.

This Handbook will be available and updated via the Internet, through the AG School Home Page and can be downloaded by all interested individuals. Suggested improvements or recommendations to this handbook should be made to: Commandant, Adjutant General School, ATTN: ATSG-AGS-EO, Building 10,000, Fort Jackson, SC 29207.

U.S. ARMY EQUAL OPPORTUNITY PROGRAM

The Equal Opportunity (EO) Program supports readiness in that it formulates, directs, and sustains a comprehensive effort to maximize human potential and to ensure fair treatment of all soldiers based solely on merit, fitness, and capability, which supports readiness. EO is a responsibility of leadership and a function of command. Specifically, this program is designed to:

- Provide equal opportunity for military personnel, DA civilians, and their family members both on and off post and within the limits of the law of localities, states, and host nations.
- Contribute to mission accomplishment, cohesion, and readiness.

Soldiers who interact well in a climate with a strong sense of equal opportunity and gender awareness are more productive, team oriented, better understand their mission, and able to remain focused on mission accomplishment. A healthy equal opportunity environment is a key factor in developing readiness.

TIP OF THE DAY: Did you know you can access and download almost all DoD and DA publications and Directives, including Equal Opportunity and Affirmative Actions information directly from the Internet? The address to do this is: <http://www.dtic.mil/defenseink/pubs>.

EQUAL OPPORTUNITY ADVISOR PRINCIPLES OF SUCCESS

There are certain skills necessary to be successful. By following the below principles you as an EOA will know many of the skills necessary for creating an effective and credible equal opportunity program:

- Be professional and mission oriented. Identify with the mission and be professional in all areas. Be genuine in your comments and conduct. Remain tactically and technically competent in your primary field.
- Contract with the commander. Meet with the commander to receive guidance and determine:
 - Philosophy of command
 - Expectations and desired outcome
 - Chain of authority/access to commander/rating scheme
 - Commanders view of what a successful equal opportunity program should look like
 - Desires regarding an affirmative action plan
 - Current issues and concerns

- Know your business. Learn what the current procedures are and why they have been established. Compare these procedures with regulations and higher headquarters policies.
- Set the example - "Walk what you talk." Soldiers often take their cue from what they see you do rather than from what they hear you say. Your actions must always be consistent with your words.
- Provide reliable information. Never guess or give erroneous information. Saying "I don't know, but I'll find out" will prevent disasters. Do not make decisions without facts. Never present problems without solutions. Provide and distribute fact sheets, information papers, and other materials to keep the commander, their staff, and supported and supporting organizations informed.
- "Network" with other EOAs for assistance and guidance. Chances are that the problem you are working on may have already been addressed.
- Build resources. Develop a resource library and training materials. Obtain logistical support.
- Establish rapport with other staff elements. Try to understand their mission and concerns. Find out what you can do for them and what they can do for you.
- Make your presence and purpose known. Get out to the units. Do PT and other training events. Visit the work areas, dining halls, and clubs.
- Establish an action plan. Assess the program in place and develop a system for accomplishing goals by defining outcomes and organizing resources prior to implementation of actions.
- Training. Ensure equal opportunity training is scheduled on the Master Training Schedule and geared to the specific needs of the command. An equal opportunity climate assessment will indicate where training is needed. Advise the chain of command that their presence and participation is essential.
- Trust is the key. Leaders and soldiers must trust you. You garner trust by being a good listener, by giving advice, by presenting all options available, and allowing the best one to be selected. The most effective way to secure trust is to always be a person of your word. Speak the truth even when no one wants to hear the truth. Never promise what you cannot deliver or give an answer for which you do not know to be correct or true.

TIP OF THE DAY: Always remember that the unit EO program is not yours, but the commanders'. All of your actions should reflect the values and goals of

the command. You are the honest broker for the commander.

STAFF ROLES and RELATIONSHIPS

The commander is responsible for all that his or her unit does or fails to do. The final decision, as well as the final responsibility lies with the commander. Unit commanders are the Equal Opportunity Officers for their organizations and are assisted by the First Sergeant, Equal Opportunity Representative (EOR), and other staff members who provide advice on matters in their areas of responsibility. The commander's responsibilities, with regard to EO, include the following:

- Develop and implement EO programs for their organizations.
- Identify discriminatory practices affecting soldiers, DA civilians, and their families, initiate corrective actions, and provide follow up and feedback throughout problem resolution.
- Promote EO and interpersonal harmony for all soldiers, civilian employees, and their families.
- Incorporate EO training into overall training plan for the unit. Mandatory unit EO training will be conducted at least twice a year. This training will be interactive, discussion based, tailored to the unit needs, and focused on topics outlined in AR 600-20.
- Monitor and assess the execution of EO programs and policies at all levels within their areas of responsibility.
- Ensure involvement of Public Affairs personnel in planning EO Program initiatives.
- Publish and post written command policy statements for EO, the prevention of sexual harassment, and EO complaint procedures. All statements will be consistent with Army policy and are required for each Major Army Command (MACOM), installation, separate unit, agency, and activity down to company/troop/battery or equivalent level. See Appendix A for sample EO policy memorandums.
- Ensure equal opportunity representatives (EOR) are appointed on orders and trained via an authorized 80-hour EORC.
- Take immediate action to resolve EO complaints.

- Establish and implement a plan to protect EO complainants, witnesses, and alleged perpetrators.
- Conduct a unit climate assessment and unit training needs assessment within 90 days of assuming command, and annually thereafter.

As the EOA, it is necessary that you understand the importance of ensuring the commander is aware of his or her responsibilities with regard to equal opportunity. While most commanders are fully aware of these responsibilities, you must be prepared to address potential problems, along with suggested solutions to the commander. Commanders should place emphasis on the importance of enforcement of EO policies through use of:

- Counseling
- Officer Evaluation Report (OER) Support Form
- NCO Evaluation Report (NCOER) Counseling Form
- Letters of admonition and reprimand

Taking informal and formal corrective action is often difficult, however, these actions convey to subordinates that proper work ethics are essential. Commanders should ensure that when discrimination or sexual harassment occurs, corrective action is promptly taken. This demonstrates that the command does not tolerate discrimination or sexual harassment.

TIP OF THE DAY: Advise the commander to incorporate unit EO Policy Letter and Sexual Harassment Policy Letter into the unit In-Processing Procedures.

ROLES AND DUTIES OF THE EQUAL OPPORTUNITY ADVISOR (EOA)

The EOA is assigned to assist commanders in all units down to brigade level. Your actual duties as an EOA, and relative emphasis on each duty, may vary according to type of unit or level of command, unit composition, and location. This is a full-time position with the following specific duties and responsibilities:

- Understand and articulate Department of Defense (DoD) and Army policies concerning EO.
- Recognize and assess indicators of institutional and individual discrimination in organizations.
- Recognize sexual harassment on both overt and subtle forms.
- Recommend remedies appropriate to eliminate and prevent discrimination and sexual harassment.

- Prepare and submit the Annual Narrative Statistical Report (ANSR).
- Collect, organize, and interpret demographic data concerning all aspects of EO climate assessment.
- Assist commanders in the development of realistic affirmative action plans and monitoring progress of plans.
- Train unit equal opportunity representatives (EOR) and others to assist commanders in meeting their EO responsibilities.
- Organize, conduct, or assist with training sessions pertaining to EO, discrimination, and prevention of sexual harassment, Affirmative Action Plans, and extremist groups.
- Assist in evaluating the effectiveness of unit training conducted by commanders.
- Receive and assist in processing individual complaints of discrimination and sexual harassment.
- Provide advisory assistance to commanders and investigating officers in the investigation and resolution of discrimination and sexual harassment complaints.
- Conduct follow up assessment on all formal complaints, both substantiated and unsubstantiated.
- Reviewing and providing comment on investigative reports.
- Assist in the planning and conduct of ethnic observances.
- Assist commanders in developing EO policy for their unit.
- Conduct periodic EO climate assessment.
- Conduct staff assistance visits.

EOA rating schemes. The following are typical examples of EOA rating schemes. They are not regulatory in nature and may be altered or changed by the commander. Please note that these are NOT being presented as the optimum or best rating schemes. They are only samples in case your command asks for your advise or guidance in this area.

EOA Asgn'd to:	Rater	Sr Rater	Reviewer
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Div/COSCOM	Div EO Off	ADC(M)/ADC(S)	Div Commander
Div Bde	Bde CSM	Bde Commander	ADC(M)/ADC(S)
MSC	MSC CSM	MSC Commander	Corps DCG
Corps	EO SGM	EO Prog Mgr	DCG
EO SGM	DCG	EO Prog Mgr	DCG
EO Prog Mgr	DCG	CG	

TIP OF THE DAY: Often, the commander at the installation level will insert the Chief of Staff into the Div EOA's rating scheme.

TYPICAL EOA ACTIVITIES

The EOA in addition to the duties listed above, also serves as the action agency for the conduct of the following activities:

- Equal Opportunity Representative Course (EORC) - The EOAs should be the primary trainers for the 80-hours EORC. Those soldiers selected by commanders to attend the course should be Staff Sergeant (SSG) or higher. If a commander specifically requests it, a promotable sergeant should be allowed to attend. The minimum grade requirement of SSG will have an easier time talking with all enlisted soldiers and officers.
- Commander's/First Sergeant Course - The Corps/Post EO Office should be the primary trainers for the Equal Opportunity portion of the Battalion/Brigade Commanders Course, the Executive Officer and S-3 Course, and the Commander's/First Sergeant Course. These courses are generally held locally at the installation level.
- Surveys - EOAs, in conjunction with the Inspector General (IG) Office have a myriad of survey tools available from the IG Climate Survey to the Military EO Climate Survey (MEOCS) which is administered through DEOMI. In addition, Department of the Army (DA) and Department of Defense (DoD) will initiate surveys from time to time for specific reasons.
- Sensing Sessions - EOAs should always be on hand when commanders hold sensing sessions to advise, identify, and clarify issues that arise. They should also serve as gatekeepers, ensuring that the sessions progress reasonably and that situations do not get out of control.
- Affirmative Action Plan (AAP) - The Affirmative Action Plan (AAP) is required at all Army organizations, commands, and agencies down to brigade level. The objective of the AAP is to identify and establish goals, responsibilities, and

policies that support the Army EO Program. Usually, organizations will establish AAP panels and the EOA is a member of the panel. See Affirmative Action section for additional information.

- **Ethnic Observances** - Ethnic/Special observances are to be held IAW Chapter 6, AR 600-20. There may be several special observances that are unique to a local area which should also be observed or acknowledged. Events such as Cinco de Mayo and Juneteenth in the Southwestern United States are a couple of examples. Others certainly exist and you should make an effort to find out what they are for your area. The local EEO Office would be an ideal place to check to see if any such events are celebrated for your area.
- **Guest Speakers** - Guest Speakers are important parts of your ethnic observances. There are many very good and well qualified speakers willing to speak without being paid. However, there is a means of paying them for their services if your command feels they will make a significant contribution to the observance.
- **EOA Professional Development** - Sergeant's Time Training is used to train on EOA Equal Opportunity Mission Essential Task List (METL) subjects. On a regular basis (perhaps quarterly), outside professionals should be invited to train the EOAs in other areas of operations (IG, CID, Armed Forces Disciplinary Control Board, etc.). This time could also be used to critique the EOR Course, or any of many areas that are of common interest to EOAs. Anything that will provide the EOA with additional tools to do their jobs is acceptable in the professional development arena.

TIP OF THE DAY: If you have access to the internet, you can access DEOMI's Home Page in the internet. There is information available to you as an EOA. The address is: <http://www.pafb.af.mil/deomi/deomi.htm>

ROLES AND DUTIES OF THE EQUAL OPPORTUNITY REPRESENTATIVE (EOR)

The EOR assists commanders of units at battalion level and below in carrying out the EO program within their units. EORs are trained by the EOAs, usually at installation level, through an approved 80-hour program of instruction. This is an additional duty. EORs primary duties are:

- Assist commanders to recognize and assess indicators on the EO climate and advise the commander.
- Assist commander in conducting the unit's EO and leadership training.
- Serve as a resource person for unit EO.
- Assist in the planning, coordination, and implementation of special/ethnic events, observances, and programs.
- Establish and maintain liaison with EOA.

TIP OF THE DAY: The EOR will not accept or attempt to resolve formal complaints, but will refer the complaints to the EOA or the commander for resolution.

EQUAL OPPORTUNITY COMPLAINT PROCESSING PROCEDURES

The Army's EO complaint process is designed to address grievances specifically related to sexual harassment and discrimination on the basis of race, color, national origin, religion, or gender.

The chain of command is the primary channel for handling allegations and correcting incidents of discrimination or sexual harassment.

EO complaints fall into two categories: informal and formal.

- An informal complaint is any complaint that a soldier, DA civilian, or family member does not wish to file in writing. This type of complaint facilitates resolution at the lowest level. These complaints may be resolved by the individual, another unit member, or a person in the complainant's chain of command (may not require chain of command involvement). Informal complaints are not subject to time lines and are not reportable. However, they are no less important and should be addressed with the sense of urgency as formal complaints and with a sincere intent to resolve the complaint.

- A formal complaint follows a prescribed process. A complainant files a formal complaint by submitting a sworn written statement on DA Form 7279-R (EO Complaint Form). The EOA has the authority to swear the complainant to the complaint. The complainant identifies on the complaint form the alleged concern(s), names of the parties, and occurrence(s). The complainant also states the EO basis of the complaint (i.e., sexual harassment or discrimination based on gender, race, color, ethnicity, or religious affiliation), and what action he or she would like taken in resolving that complaint.

Attention to detail in filing out the complaint form is important. Ensure the complainant identifies who, what, where, when, and any witnesses who may assist in resolution of the complaint. Detailed information on the form provides the commander with necessary facts to determine the validity of the allegations.

Complainants are required to receive written feedback from the commander (on DA Form 7279-R, Parts II and III). Written feedback may state that appropriate action is being considered/taken, but will not delineate the specific actions. Ideally, the commander should meet with the complainant to present orally previous written feedback and to discuss the findings of the investigations and actions taken to resolve the issue.

Although using the chain of command is strongly encouraged, it will not serve as the only channel available to the complainant. Should the complainant feel uncomfortable in filing a complaint with the chain of command, or should the complaint be against a member of the chain of command, the below listed agencies serve as alternate channels available to the complainant:

- Higher echelon in the chain of command
- Equal Opportunity Advisor
- Inspector General
- Chaplain
- Provost Marshal
- Medical agencies
- Staff Judge Advocate
- Chief, Community Homefinding Referral and Relocation Services Office (CHRRS)

Timelines. The complainant has 60 calendar days from the date of the alleged incident to file. This time limit was established to set a reasonable parameter for investigating and resolving complaints (e.g., availability of witnesses, accurate recollection of events, and timely remedial action). The commander may, at his or her discretion, choose to investigate and take action on complaints that are more than 60 days old.

If the receiving agency decides not to investigate but to refer the complainant to another agency or, with the consent of the complainant, back to the appropriate commander, the referral must be made within three calendar days.

The commander has 14 calendar days from the date of receipt to conduct an inquiry or investigation. Should the commander determine that full investigation is required, the complaint is forwarded to the appropriate commander who has authority to appoint an AR 15-6 investigating officer (Bn/Bde). The investigating officer will provide a written report on the results of the investigation IAW AR 15-6. The commander appointing the AR 15-6 investigation will review the facts and take appropriate action.

AR 15-6 investigating officers and the EOA must meet and review the report of the investigation prior to submission of the report to the appointing authority. EOAs may attach a memorandum documenting their review and provide an assessment to the units EO climate prior to the complaint. Recommendations to improve the climate should also be included in the memorandum.

If additional time to investigate a complaint is needed, a commander may obtain a 30 calendar days extension in writing from the next higher commander. Additional extensions must be approved in writing by the first general officer in the chain of command.

Appeals. Should the complainant be dissatisfied with the disposition of his or her complaint, he or she has the right to appeal. The complainant must file an appeal in writing on the DA Form 7279-R, Part IV, to the next higher commander within his or her chain of command within seven calendar days. Appeals solely based on action taken against perpetrator(s) are not a valid basis for an appeal. Commanders exercising General Court Martial (GCM) Authority are final decision authority.

Final disposition. Formal complaints are recorded and reported by each command in quarterly complaint reports to the next higher command. In addition to a copy of DA Form 7279-R, documentation on the final disposition of the complaint is kept at the first echelon authorized an EOA (usually Bde) for two years after the resolution of, or final decision on the complaint.

Follow-up assessments. EOAs will conduct assessments for all substantiated and unsubstantiated formal complaints. This process will be conducted 30-45 days after final decision and will be recorded on DA Form 7279-1-R (Equal Opportunity Complaint Resolution Assessment). The written assessment will be submitted to the EOA's commander for final review. The completed DA Form 7279-1-R will be retained on file with the original completed DA Form 7279-R for a period of two years.

Reprisals. All DA personnel are prohibited from taking any action that discourages individuals from filing a complaint or seeking assistance in resolving an EO issue. Army personnel are also prohibited from taking any disciplinary or other adverse action against a soldier for filing a complaint, seeking assistance, or cooperating with an

investigating officer. However, this does not preclude taking actions against those who file fraudulent complaints or give false statements.

It is the responsibility of the chain of command to ensure that all complainants are protected against reprisal or retaliation for filing EO complaints.

EQUAL OPPORTUNITY CLIMATE ASSESSMENTS

EOAs have many tools available to assist commanders in assessing the unit in the areas of human relations and equal opportunity. The EO climate assessment is a systematic procedure for gathering data about a unit to better understand how that unit is functioning to meet its mission.

- The commander should request the EOA to enter the unit for the purpose of assisting in the evaluation of the unit's EO climate.
- Inform the commander how you collect, organize, and interpret demographic data concerning all aspects of the EO climate by using surveys, observations, interviews, and records/policy review to determine strengths/weaknesses of unit EO program.
- Your challenge is to examine what and how the indicator developed, and then to follow up with action. Do not assume that everything is running smoothly merely by the lack of incidents or statistics.
- Assess the situation by talking to unit soldiers and examine the communication patterns and decision processes.
- Ensure you follow up with constructive recommendations.
- Military EO Climate Survey (MEOCS). This survey was designed by DEOMI and is administered only at the request of the commander. To receive the survey, a request signed by the unit commander should be mailed to DEOMI, ATTN: DR/DRE, Patrick AFB, FL 32925-6685. Once the survey is completed, the responses are returned to DEOMI for statistical analysis, and a narrative interpretation of the response is sent directly to the requesting commander.
- EO Climate Assessment Survey (EOCAS). This survey is unique to USAREUR and is requested by the commander through local EOA to USAREUR EO Staff Office. Once the survey is completed, the responses are returned to the USAREUR EO Office for statistical interpretation. The results are then provided to the commander for his or her use.

Commanders and EOAs will find that an EO climate assessment will be easier and more effective if the following leader behaviors are used:

- Develop a rapport and positive two-way communications with soldiers and leaders
- Positive interpersonal communication exercises to emphasize active listening and feedback
- Provide feedback on behavior to maintain communication
- Keep an 'open door policy' to receive comments from unit members in order to stop rumors and detect potential problems
- Review unit administrative procedures to ensure that the content and basis of command decisions are understood as steps toward increasing chain of command credibility. Unit administration is monitored for trends that may indicate possible unfairness, inequality, or apathy in such areas as promotions, awards, training, duty rosters, duty positions, assignments, and the administration of UCMJ actions.
- Foster understanding among unit officers and enlisted members from all ethnic backgrounds:
 - Maximize use of Hometown News Releases
 - Establish publicity bulletin board in the billets
- Communicate with unit personnel and visit dining facilities, dayrooms, places of work, and community facilities alone, before, during, and after duty hours.

TIP OF THE DAY: Never lose sight of the fact that you, the EOA, are the best tool available to keep the commander informed on the EO climate in the unit. The only way you can accomplish this is to always be aware of what is happening and provide regular feedback to the commander.

EQUAL OPPORTUNITY AND THE OFF-POST ENVIRONMENT

While most activities the EOA performs take place on-post, it is important to understand the EOA must also be aware of events in the surrounding community as well. When an individual reports violations in off-post establishments, the EOA should look into the matter. It is imperative that before the EOA begins any type of an action involving an off-post establishment they apprise the chain of command and have approval. It may be wise to also consult with the PM and SJA prior, to gain any insight they may have. It is strongly suggested that the EOA discusses this with the commander.

This is not meant to sound as though the EOA has limited authority when dealing with off-post establishments, but is only intended to provide the EOA with maximum protection and knowledge to assist in resolving the complaint. Often, listening to the complaint and then going to the establishment and discussing the problem with the management will resolve most problems. Sometimes, the incident is simply a misunderstanding between the soldier and the employee. Frequently, the problem is resolved to everyone's satisfaction simply by talking about the issue. This is the ideal solution of course.

NOTE: The following section discusses Europe specific information and pertains to USAREUR only:

An agreement exists between HQ USAREUR/7th Army and Deutsche Hotel Gaststaetten of Verband (DEHOGA) that creates a working relationship between USAREUR and appointed local DEHOGA representatives. Commanders are directed to follow the agreement when addressing any future problems in which improper soldier conduct, off-post discrimination or barriers to entry are alleged.

ASG commanders or their local deputies serve as a point of contact (POC) for DEHOGA local representatives. Should soldiers, DA civilians, or their family members experience discrimination, they should report the incident through their chain of command. The POC will then work with the DEHOGA POC to try to resolve the allegation. This often involves discussions with local establishments allegedly discriminating, as well as city officials.

This institutionalized POC system has resulted in improved communications between US and German officials and has led to more open and positive negotiations and discussions with German establishment owners in an attempt to eliminate discriminatory practices. This positive trend in reducing off-post discrimination, however, must not be taken for granted.

TIP OF THE DAY: Being aware of what is happening 'off-post' should not be confined to negative issues. Watch for civilian events related to your field and keep your unit informed. Many soldiers would enjoy attending civilian special observances if they knew about them. Try to publicize legitimate events

happening downtown as well as on-post.

REPORTING REQUIREMENTS

Reporting is a very important part of your job as an EOA. It is from these reports that DA monitors how well the Army is doing in the Equal Opportunity areas. It is essential that you establish a good system for recording your day-to-day functions. It will make it much easier when you later have to collect this information to build the reports. While there may be several reports you are required to submit, two of the major reports are the Quarterly Equal Opportunity (EO) Stats and the Annual Narrative and Statistical Report (ANSR). Depending upon where you are located, you may also have to only submit data to a higher headquarters, or may have to collect data from subordinate units and consolidate the information for forwarding to DA.

Quarterly Equal Opportunity (EO) Stats: EO Stats will be forwarded to the MACOM quarterly. Included in the report:

- Number of formal complaints
- Type of complaint, e.g., racial discrimination, religious, sexual harassment, etc.
- Demographics and rank of complainant and the alleged perpetrator
- Current status of the complaint, e.g., pending
- AR 15-6 investigation; case closed-unsubstantiated, substantiated, pending appeal, etc.

Additional information should include all EO significant items that occurred during the reporting quarter:

- Ethnic Observances conducted, type, etc.
- Training conducted, e.g., sexual harassment, extremist,
- Include to whom the training was given, and the reasons it was presented.
- Equal Opportunity Representative Courses conducted
- Senior Leadership Courses conducted

Annual Narrative and Statistical Reports (ANSR). EOAs with submit an ANSR on their units Equal Opportunity Program for the past fiscal year to higher headquarters or MACOM. The suspense is determined by the MACOM, usually 31 October.

MACOM EO Advisors will combine all reports from their major subordinate commands, brigades, or units to form the MACOM's ANSR which must be forwarded to HQDA (DAPE-HR-L) not later than 30 November each year. The ANSR will include, at a minimum, the following data:

- Progress made in achieving established EO goals as reflected in the units Affirmative Action Plan (AAP).
- Assessment of achievements and shortfalls to include plans, or actions programmed to correct existing problems or conditions.
- Statistical analysis/assessment of data collected as part of the AAP process.
- Number of equal opportunity complaints received in units by race and ethnic designation category (REDCAT), gender, type, and action taken to resolve the complaint. Included will be methods used to resolve the complaints (i.e. no action taken, administrative action, Article 15, courts martial, federal court prosecution, or action by state and territorial courts).
- Total number of subordinate units by echelon (company, battalion, brigade) and the number of unit climate assessments conducted by type (e.g., MEOCS, DA PAM 600-69, etc.).

TIP OF THE DAY: It is much easier to complete a required report if you have been keeping it current during the reporting period. Don't wait until just prior to a deadline to begin a complicated report - complete it weekly, monthly, or as issues arise. You will find the reports are then easy and you will always meet the suspenses.

TRAINING RESPONSIBILITIES

Education and training are the keys to a successful Equal Opportunity Program. Although equal opportunity is a commander's program, the EOA, as an advisor and assistant to the commander, has several training responsibilities.

- Plan and conduct the 80-hour Equal Opportunity Representative Course (EORC). Generally conducted quarterly or semi-annually, depending on the need. The EOA should also conduct refresher training for EORs working in the field as changes to policy and procedure occur.
- Be involved in organizing, conducting, or assisting training sessions pertaining to equal opportunity, discrimination, prevention of sexual harassment, and complaint processing and resolution. Although commanders have the

responsibility to conduct training within their units, EOAs should make themselves available to assist the commander and the EOR whenever necessary.

- Plan and conduct executive seminars on affirmative action plans, equal opportunity, discrimination, and the prevention of sexual harassment. In addition, brigade-size elements and higher headquarters will conduct EO and prevention of sexual harassment training specifically for senior NCOs, officers, and civilian supervisors and managers twice a year.

Tools to assist the EOA in accomplishing training responsibilities include:

- DA Pam 350-20, Unit Equal Opportunity Training Guide
- TC 26-6, Commander's Equal Opportunity Handbook.
- Video, titled: Prevention of Sexual Harassment, Level I. PIN: 710876 ICN: TVT-20-1096
- Various video tapes and exercises that can be purchased from several Human Resources organizations.
- TRADOC Training Support Packages used in professional development courses. Available by contacting the EO Proponency Office, AG School, Fort Jackson, SC.

You are not restricted to these means of training. The EOA is trained to recognize good training tools and is encouraged to search out and procure quality training aids. Training that is presented and conducted in a highly professional manner has the potential to have a long and lasting effect on the individuals that receive the training. Take the time to properly plan and coordinate the training. You will find that your efforts are well worth the time invested. This type of proactive measure is what helps eliminate situations before they ever occur.

BUDGETING AND FUNDING FOR THE EO OFFICE

Funding. Depending on the level of assignment, funding EOA requirements usually come either from G3 at Brigade/Division level, or from Directorate of Resource Management Office at the Corps/Post level. Annually, you must submit a request to the Resource Manager to justify your budget. Areas that need to be funded are TDY, supplies, contracts, ethnic observances, and other areas applicable to your specific area. You should keep a careful record of your budget and expenses on an on-going basis. If possible, you should set up a budget/expense program to monitor. A spreadsheet program would be a good idea if you have the computer and software

capability. You will find additional information on 'funding' in the section titled "Special and Ethnic Observations" on page 27 of this handbook.

TIP OF THE DAY: Your EO Office may not have an Annual Budget unless you specifically request for one. Put some thought into how much money you think you will need, and ask for it in writing through proper channels.

AFFIRMATIVE ACTION PLANS

One of the more overwhelming tasks that can confront an EOA is working on an Affirmative Action Plan (AAP). This is mostly due to the infrequency of dealing with one, and therefore proficiency is often lacking. The provisions of the AAP apply to all assigned/attached military personnel (active and reserve) and their family members. The AAP is a personnel management document: it will fulfill all requirements by DoD, DA, and higher headquarters.

The objective of the AAP is to identify and establish goals, responsibilities, and policies that support the Army's EO program. The main goal of the Army EO program continues to be "to firmly embed the equal opportunity function within the Army's leadership framework. In addition, some of the other objectives of an AAP are as follows:

- Provide the opportunity for growth and effective utilization of the real and potential capabilities of all soldiers.
- Correct structural imbalances, eliminate personal and institutional discrimination, and ensure opportunities for upward mobility for all qualified soldiers.
- Improve the capability to provide a total assessment of the unit's EO program.
- Infuse affirmative actions into the traditional management system by placing affirmative action responsibilities into the hands of commanders. Commanders should implement these actions through their functional managers.

When working with an AAP, there are several references which you will find extremely helpful, and in some cases, essential. They are as follows:

- DA Pam 600-26, Department of the Army Affirmative Action Plan
- AR 210-50, Housing Management
- AR 600-200, Enlisted Personnel Management System
- AR 614-100, Officers Assignment Policies, Details and Transfers

- TC 26-6, Commander's Equal Opportunity Handbook
- DOD Directive 1350.3, The Department of Defense Affirmative Action Planning and Assessment Process

The EO Officer/NCO is the primary agency responsible for execution of the EO program functions, which include the Affirmative Action Plan if their unit is required to maintain one. General and Special Staff agencies with affirmative action responsibilities will provide informational data regarding the AAP. Each proponent will collect, monitor, analyze, and report data as required.

One of the best methods of maintaining an up-to-date and viable AAP is to establish an AAP Panel. The purpose of this panel is to review the current goals of the AAP, and to decide which ones should be maintained, and which ones are no longer needed, based on measured progress. It will also, based on input from the different panel members, recommend new goals as they deem necessary. It should be noted that the results of these meetings will be very helpful to the EOA in the preparation of the Annual Narrative and Statistical Report (ANSR).

The Affirmative Action Panel should be conducted quarterly, semi-annually, or annually, as determined by the commander. It will be chaired by the commander or his/her designated representative. Frequently, the Chief of Staff or the Deputy Commander will chair this meeting. The recommended Affirmative Action Panel composition should consist of the following staff agencies or equivalent: Equal Opportunity Officer/NCO, Equal Employment Opportunity Officer, Chaplain, Adjutant, Inspector General, Provost Marshall Staff Judge Advocate, Public Affairs, Engineer (Housing Referral Office), Command Sergeant Major, Retention and Reenlistment Branch, S1/G1, and Criminal Investigation Command (CID). The Panel will:

- Update commander on attainment of AAP goals and objectives met/not met and why:
- Recommend changes as needed.
- Develop and implement goals that are reasonable obtainable, and measurable.

The panel has different responsibilities, depending on their specific areas of expertise. A breakdown of these responsibilities follows:

- EO Officer/NCO (May serve as the Recorder of the Board)
 - Provide feedback on the overall command climate
 - Command Demographics
 - EO staffing

- Training
- Complaint trends
- Staff Assistant Visits (SAV)
- Ethnic Observances
- Upcoming FY Objectives
- Recommendations

- Staff Judge Advocate
 - Article 15, by type/REDCAT using the Representative Index (RI)
 - Court-martials by type/REDCAT
 - Punitive discharges by REDCAT

- Adjutant General
 - Awards and Decorations by type and REDCAT
 - First Sergeant positions by Race/Gender

- ACofS, G1
 - Female assignments
 - Command positions by level and REDCAT
 - Key Leaders positions, XO's, S3 by Level/REDCAT
 - Officer Demographics
 - Enlisted promotions

- Provost Marshal
 - Post Demographics by REDCAT
 - Total Crimes by REDCAT
 - Crimes Against Person by REDCAT
 - Crimes Against Property by REDCAT
 - Drug Offenses by REDCAT
 - Drunk Driving by REDCAT

- Chaplain
 - Demographics of Chaplains/Chaplains Assistants
 - Ethnic Religious services

- Public Affairs
 - Media coverage
 - Types of coverage/events

- Housing Office
 - Relocation Assistance by REDCAT
 - Monitoring Off Post Housing
 - Complaints of Discrimination in Off Post Housing
- Equal Employment Opportunity
 - Civilian personnel demographics
 - Training
 - Complaints
- Retention Branch
 - First term by Race/Gender
 - Mid term by Race/Gender
 - Career term by Race/Gender
- Criminal Investigation Division (CID)
 - Gang related incidents by REDCAT
 - Extremist groups by REDCAT
- Command Sergeant Major
 - Demographics of Sergeants Major
 - Assignment of Sergeants Major by MSC

TIP OF THE DAY: On many installations, the division level EOA is expected to take the lead and be the subject matter expert on Affirmative Action Plans. Don't forget to locate your current AAP, know when the last counsel meeting/review of the goals occurred. Schedule the next one at the appropriate time. Don't drop the ball in this area!

EXTREMIST ORGANIZATIONS AND ACTIVITIES

In recent years, the United States and other countries have witnessed a revival of interest in extremist groups. Many of these contemporary racist preach and engage in violence and target young Americans for membership drives. Because of the military training and proximity to weapons, soldiers may hold some attraction for these groups

Participation. Military personnel must reject participation in extremist organizations and activities. Extremist organizations and activities are one that advocate racial, gender, or ethnic hatred or intolerance; advocate, create, or engage in illegal discrimination based on race, color, sex, religion, or national origin; advocate the use of force or violence or unlawful means to deprive individuals of their rights under the United States Constitution or laws of the United States or any State; or advocate or seek to overthrow the Government of the United States, or any States by unlawful means.

Prohibitions. Soldiers are prohibited from following actions in support of extremist organizations or activities.

- Participating in a public demonstration or rally;
- Attending a meeting or activity with knowledge that the meeting or activity involves an extremist cause when on duty, when in uniform, when in a foreign country (whether on or off duty or in uniform), when it constitutes a breach of law and order, when violence is likely to result, or when violation of off-limits sanctions or a commander's order;
- Fund raising;
- Recruiting or training members (including encouraging other soldiers to join);
- Creating, organizing, or taking a visible leadership role in such an organization or activity; or
- Distributing literature on or off a military installation, the primary purpose and content of which concerns advocacy or support of extremist causes, organizations, or activities and it appears that the literature presents a clear danger to the loyalty, discipline, or morale of military personnel, or if the distribution would materially interfere with the accomplishment of a military mission.

Command authority. Commanders have the authority to prohibit military personnel from engaging in or participating in any other activities that the commander determines will adversely affect good order and discipline or morale within the command. This includes, but is not limited to, the authority to order the removal of symbols, flags, posters, or other displays from barracks, to place areas or activities off-limits (see AR 190-24), or to order soldiers not to participate in those activities that are contrary to good order and discipline or morale of the unit or pose a threat to health, safety, and security of military personnel or a military installation.

Command responsibility. Commanders must take positive actions to educate soldiers, putting them on notice of the potential adverse effects that participation

violation of Army policy may have upon good order and discipline in the unit and upon their military service. These positive actions include --

- Educating soldiers regarding the Army's equal opportunity policy. Commanders will advise soldiers that extremist organizations' goals are inconsistent with Army goals, beliefs, and values concerning equal opportunity.
- Advising soldiers that any participation in extremist organizations or activities:
 - Will be taken into consideration when evaluating their overall duty performance, to include appropriate remarks on evaluation reports.
 - Will be taken into consideration when selections for positions of leadership and responsibility are made.
 - Will result in removal of security clearances, where appropriate.
 - Will result in reclassification actions or bar to reenlistment actions as appropriate.

Tattoos are frequently associated with racist and/or gang activities. Skinheads generally use tattoos and symbols of lightning bolts, skulls, Nazi swastikas, eagles, and Nordic warriors. Skinhead graphics also feature barbed wire, hobnailed boots, and hammers in their symbolism. This information being provided is general in nature and is provided as a guide only to assist EOAs, leaders, and commanders. No immediate assumptions should be made when strange or suspicious tattoos are observed. However, they may be considered a warning signal that something might be worth checking into further. When in doubt, consult the Staff Judge Advocate for clarification and guidance. Refer to Appendix F for a flow chart to assist the command with regard to suspected extremist related tattoos.

RELIGIOUS ACCOMMODATIONS

The Army places a high value on the rights of its members to observe tenets of their respective religions. It is the Army's policy to approve requests for accommodation of religious practices when they will not have an adverse impact on military readiness, unit cohesion, standards, health, safety, or discipline. However, accommodation of a soldier's religious practices cannot be guaranteed at all times, but must depend on military necessity.

When a soldier makes a request for accommodation, the following steps apply:

- Requests for religious accommodations are forwarded to the unit commander by the soldier requesting the exception. After consideration, the commander may approve or disapprove the request.
- If the request is approved, the request for exception and approval will be prepared in triplicate:
 - One copy will be placed in the unit file
 - One copy given to the soldier
 - One copy forwarded to the committee for Review of Accommodation of Religious Practices within the U.S. Army, PERSCOM (DAPC-HRL-LO), Washington, DC 20310-0300.

If the commander determines that the religious practice cannot be accommodated, the soldier may:

- Forward their request through command channels, requesting that the committee review the commander's decision and provide advisory opinion as to whether the decision was within the intent of AR 600-20, Chapter 5.
- Request reassignment, reclassification, or separation, if a conflict between the military requirement and the soldier's religious practice still exists.

Guidelines and procedures outlined in Chapter 5, AR 600-20 and DA Pam 600-75 should be reviewed extensively regarding the following considerations:

- Accommodation of religious worship practices
- Accommodation of religious dietary practices
- Accommodation of religious medical practices
- Accommodation of religious dress and appearance practices

TIP OF THE DAY: Don't make assumptions with regard to Religious Accommodations issues. There may already be a precedence somewhere for most issues on this subject. This is where your 'networking skills' may really pay off! Call other EOAs and ask what they know on the specific request you are confronted with.

SPECIAL AND ETHNIC OBSERVATIONS

Special and ethnic observances are held annually in support of Joint Congressional Resolution, Presidential Proclamation, and Chief of Staff directives. These activities are designed to develop an awareness of the various cultures that contribute to the American culture and are a portion of the Army's ongoing equal opportunity education process.

Special and ethnic observances provide commanders an opportunity to enhance the human relations climate through increased unity, awareness, and mutual understanding of the accomplishments and contributions of all members of the Army. These observances, as with respect to equal opportunity, are the responsibility of the commander. As such, the commander may delegate the authority, but not the responsibility, for the success of the observances. Your job, as the EOA, is to advise the commander of this and help organize these events.

Sponsoring a special observance requires the following essential elements:

- Leadership. Appointment of a project officer should be no later than 90 days prior to the scheduled event. As the primary key to a successful program, the project officer should be enthusiastic, assertive, and in tune with the command's objectives. Initially, you may find yourself as the appointed project officer. However, it should not always be the EOA serving in this capacity.
- Planning. The magnitude of the observance depends on the interest, desire, and involvement of members of the command. A total command approach in the planning and participation of the event(s) cannot be overstated. A committee may be appointed with various subcommittees as one approach or an operations plan approach may be taken with staff sections and/or smaller units tasked with specific duties or events. Regardless of the approach, planning must be thorough and accomplished well in advance of the event. Ensure you coordinate with the S3 to add ethnic observances to the unit's long range plan.
- Funding. Without it, programs can be limited in success. Funding could be required for honorariums, food sampling, lodging, transportation, and/or special displays. However, lack of funding should not preclude an observance. Articles on the theme of the observance can be run in the post or installation newspaper and cost nothing. Regarding expenditure of funds, obtaining and dispensing of prizes, raffles/drawings and solicitations, the following applies:
 - Funding for ethnic food samples (not meals) is authorized by Para 6-20d, Chapter 6, AR 600-20. A request for blanket authorization to purchase the necessary food with IMPAC credit card can be obtained from the installation Directorate of Contracting office.
 - The honorarium is limited to \$250.00. Also, invitational travel orders can be obtained for travel, per diem and lodging. If the speaker accepts the IMPAC

credit card, you can also pay the speaker's honorarium using the credit card. Otherwise, you will have to submit a DA Form 3953 through your budget office (Resource Manager) to the Directorate of Contracting and get a formal contract (for all expenses except travel, per diem, and lodging) drawn up to bring your guest speaker to the function.

- Expenditure of appropriated funds in direct support of ethnic/special observances is permissible when authorized
- Units, agencies, organizations, and activities shall not provide funds or prizes for these activities
- Solicitations for raffles/drawings, funds, and prizes are prohibited.

TIPS OF THE DAY: While all these actions are possible, it is recommended to you that often, local guest speakers are available and frequently are willing to speak for no fee. You are encouraged to present a guest speaker with a plaque, or some sort of gift as a token of appreciation for their speech.

Often, the installation's EO Office and EEO Office work closely together on special and ethnic observances. You should establish contact with the EEO Office quickly after your arrival and introduce yourself. This working relationship can be very beneficial at all times, but especially with regard to special observances.

STAFF ASSISTANCE VISITS (SAVs)

The SAV is designed to measure the effectiveness of the unit commander's EO program, and to assist commanders in accomplishing DA EO program objectives. The program design, policy execution, and program administration are the primary areas of focus. The following are three methods of approach for programming unit SAVs:

- Master schedule. SAVs may be conducted annually by the EOA. The SAV should be coordinated with the unit training personnel. Periodically publish schedule indicating the units and dates of scheduled SAVs.
- Commander's request. Unit commander initiates the request for an SAV.
- Event/contingency motivated. SAVs may be prompted by a crisis or an incident. Under this condition, ensure the unit commander is involved with all phases of the SAV and plan with attention to tension and anxiety.

The staff assistance visit should include sensing sessions/group interviews. The purpose of these sessions is two-fold. First, to provide soldiers the opportunity to

openly express themselves in a non-threatening environment. Secondly, to provide feedback that can be used to assess the EO climate and influence change in the organization. EOAs should encourage commanders to provide feedback to soldiers regarding issues raised in sensing sessions/group interviews. Apply the following basic rules when conducting sensing sessions or group interviews:

- Group understands why the session is being conducted.
- Each session should be no more than 45-60 minutes.
- Group size should not exceed 45-50 soldiers per session. The optimum size would be 20 to 30 soldiers per group.
- Racial make-up is representative of the organization.

From start to finish, SAVs are demanding and challenging. Depending on the size of the unit and type of requirements levied by the unit commander (if applicable), the SAV can occupy approximately two or three days. The EOA must balance resources to meet on-going mission commitments in addition to conducting a thorough SAV. Know what you need to conduct the SAV and have it with you. Contact the MACOM EOA for detailed instructions for conducting an SAV within that particular MACOM. The better managed and prepared you are, the more likely you will produce the best results.

TIP OF THE DAY: Remember how you may have felt in the past when an agency came in to 'inspect' you or your operation? You assumed the worst and perhaps reacted accordingly. Be extremely professional during SAVs and assure everyone you are here to assist them, not inspect them. And then work with them rather than against them.

ROLE OF THE EOA IN A DEPLOYMENT SITUATION

The specific role of the EOA in a unit that deploys is ultimately left to the control of the commander. However, EOAs have the same mission whether deployed or in garrison. In fact, the EOA can play an important role while deployed by ensuring commanders and soldiers understand the local culture and customs.

TIP OF THE DAY: It would be wise to collect, and file, information on various cultures in locations your specific unit might be deployed to. This information, collected over a period of time as you have the chance, could prove invaluable to both you and your commander upon an unexpected deployment.

Prior to deployment, the EOA and commander need to resolve the role the EOA will serve prior to a actual deployment. There are several key questions which the EOA and commander should agree upon. None of the following should be interpreted as, or considered as regulatory in nature. It is provided only for consideration and discussion

between the EOA and the commander. Some of the immediate questions to be considered are:

- Should EOAs continue EO duties when the unit deploys?
- Do EO duties substantially change in a field environment?
- What equipment is necessary for the EOA to adequately perform the EO mission?
- Where does an EOA position himself or herself to best support the unit?

The EOA should always deploy with the unit and serve as an EOA during the deployment. A unit will fight the way it is trained. It will use systems that are made available to it and the unit will discard systems it does not need. If the EO program is ignored during deployment, it may be ignored and eventually discarded in the garrison environment.

Some EO and EOA functions may change because of deployment and life 'in the field' versus life 'in garrison.' Depending on the situations, emphasis on ethnic observances may not be as high as in garrison, or may dramatically decrease. EOA involvement in the informal complaint process may increase significantly during a deployment. However, the primary duties the EOA executes in the field are no different than the duties they are expected to execute in garrison.

The EOA should, however, anticipate an expansion of duties while in the field. They will vary as needs of the commander and the EOA's skills dictate, but often these duties may be associated with personnel, human relations, morale, welfare, and recreation areas which still allow the EOA significant contact with soldiers. It may also involve working with the Chaplain, although this should not be presumed or taken for granted.

The concern the commander and EOA have is to determine when the additional temporary duties begin to interfere with the primary duties as the EOA for the unit. A solid measure of this is when the EOA is separated from the commander and primary staff by either time or distance, or a combination of both. If the EOA does not interact with either the commander, the executive officer, or the command sergeant major at least once every week, he or she is probably not in a good position to advise the commander on the human relations environment while deployed. Additionally, if the EOA is performing duties that do not allow him or her to interact with soldiers throughout the unit on a regular basis, then the EOA will be ineffective in gauging the climate and advising the commander regarding corrective actions to take based upon the climate.

Positioning the EOA in the field is very important. The EOA must have access to the command group, but equally important, the EOAs must have access to the soldiers.

For maneuver and fire support units, positioning the EOA at the brigade rear CP and co-located with the Chaplains would be a reasonable suggestion. This gives the EOA access to the staff officers and vehicles that routinely move around the field to see troops. This serves a second purpose by providing the Chaplains with additional security as the unit ministry team moves around in the field because the EOA would likely be armed.

For units that remain in a set location, the EOA might be located at the main CP and co-located with the Command Sergeant Major. Mobility would not be as critical and the CSM has the necessary power to correct problems while at the same time serving as an excellent conduit to the commander.

There are many other complex scenarios that could arise when units, battalions, brigades and sections are cross attached to other units. The ultimate challenge for the EOA may be when previously unrelated/unknown units are task-forced together. These cannot be covered here because the possibilities are too complex to cover them all. The important thing is for the EOA and the commander to have already discussed what the expectations of the commander are, and how the EOA can best meet those requirements.

In order to accomplish the myriad of duties an EOA will be expected to perform both in garrison and in a deployed situation, automation support is critical. The EOA should have access to computers and computer networks that will allow him or her to communicate effectively (e-mail), work quickly and efficiently (latest technology computers, a portable laptop included), and access to the internet when possible (given the need to conduct research, this is particularly true in a deployed environment).

Brigade EOAs working with sister service units for joint operation. EOAs need to:

- Identify the sister service units that will be in contact with your unit; make contact with their EOA/EOR, Social Actions Personnel, or equivalent.
- Become familiar with sister service EO regulations
- Establish a solid understanding with your commander on what your area of responsibility should be when dealing with sister forces.
- Invite sister service units to EO training you are conducting
- Be familiar with sister service units and organizations

Brigade EOAs working with coalition forces during coalition operations:

- Identify coalition units that will be in contact with your unit; make contact with their EOA/EOR or equivalent if position exists

- Become familiar with coalition unit's organization and mission
- Establish a solid understanding with your commander on what your area of responsibility should be when dealing with coalition forces
- Invite coalition forces to ethnic observances training and celebrations
- Be familiar with coalition forces history, especially their dealing with their national minorities
- Become knowledgeable of coalition forces social traditions; especially their dealings with gender and gender issues

TIP OF THE DAY: A deployment is a very stressful situation for all involved. Remember this and work closely with the commander. The best outcome, with regard to maintaining the unit's EO program, will be achieved by prior planning and understandings. Be flexible, be professional, and be competent.

PREVENTION OF SEXUAL HARASSMENT

The elimination of sexual harassment has been a long-standing goal of the Army's EO program. The Army has made progress toward a policy of preventing sexual harassment. However, more is needed in the education of soldiers and leaders in the eradication and prevention of sexual harassment. Sexual harassment affects everyone. It victimizes males as well as females, can occur at any time, and is not limited to the work place.

Sexual harassment is a readiness issue. Sexual harassment affects unit cohesion and mission effectiveness and violates acceptable standards of equality and fair play. It drains our limited resources and destroys unit morale. It detracts from a leadership climate that promotes individual growth and teamwork vital to combat readiness. For these reasons sexual harassment cannot and will not be tolerated in the Army.

Sexual harassment is defined as a form of discrimination that involves unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when:

- Submission to or rejection of such conduct is made either explicitly or implicitly a term or condition of a person's job, pay, or career, or
- Submission to or rejection of such conduct by a person is used as a basis for career or employment decisions affecting that person, or

- Such conduct has the purpose or effect of unreasonably interfering with an individual's performance or creates an intimidating, hostile, or offensive environment.

The type of behavior existing in the work or duty area is a major factor in determining a hostile environment. The four types of sexual harassment behaviors are:

- Verbal Comments
- Nonverbal Comments
- Printed Material
- Physical Contact

The following questions are not meant to be all inclusive, but they can help in clarifying whether a sexual harassment incident has occurred.

- Is the behavior sexual in nature?
- Does the behavior create a hostile or offensive environment?
- Have sexual favors been demanded, requested, or suggested?

The potential for sexual harassment allegations exists in any work place or duty environment. Organizations that are highly structured and stratified are more conducive to sexual harassment because the potential for negative consequences is high if the victim fails to “give in” to sexual demands. Those more vulnerable in the organization, such as trainees or those who “need” their jobs, are more likely to be harassed. This fact, combined with other social-cultural factors, makes women the more likely victims.

Increased emphasis on dealing with sexual harassment is a leadership imperative. Some of the methods to be considered for a strong prevention program include the following:

- Leader Commitment
- Mandatory Training
- Responsive Reporting System
- System of Corrective Actions

APPENDIX A
References for the Equal Opportunity Advisor

<u>Regulation</u>	<u>Title of Regulation</u>
AR 15-6	Procedures for Investigating Officers and Boards of Officers
AR 20-1	Inspector general Activities and Procedures
AR 27-10	Military Justice
AR 27-40	Litigation
AR 210-1	Private Organizations on DA Installations
AR 350-41	Army Forces Training
AR 600-20	Army Command Policy
AR 600-50	Standards of Conduct for DA Personnel
DA Pam 350-20	Unit EO Training Guide
DA Pam 600-26	DA Affirmative Action Plan
DA Pam 600-69	Unit Climate Profile
DA Pam 600-75	Accommodating Religious Practices
FM 22-100	Military Leadership
FM 22-101	Leadership Counseling
FM 22-102	Soldier Team Development
MCM 9-2	Manual for Courts Martial
TC 26-5	Problem Solving
TC 26-6	Commander's Equal Opportunity Handbook
USAREUR Reg 600-21	Equal Opportunity Program in USAREUR

APPENDIX B
Sample Commander's EO Letter

LETTERHEAD

ABCD-EF-G (600-20)

Current Date

MEMORANDUM FOR All Personnel, (Unit)

SUBJECT: Equal Opportunity and Fair Treatment

1. I reaffirm my commitment to equality for every soldier and their family members. Soldiers are to be trained, assigned, promoted, and managed on the basis of merit, fitness, and capacity, not race, color, religion, gender, or national origin.
2. Equal and fair treatment of all soldiers assigned or attached to this unit is an absolute priority. The effect such treatment has on morale, discipline, and command authority relates directly to overall accomplishment of our mission.
3. All leaders are charged with setting the example and providing an environment free of discrimination, verbal abuse, intimidation, and/or derogatory comments of a racial nature or sexual nature. These acts undermine unit cohesiveness and esprit de corps and will not be tolerated.
4. Each leader must be proactive and use communication, education, and training to ensure maximum awareness of these standards.
5. A copy of this statement will be permanently posted on the unit bulletin board and in work areas.

XXXXXXXXX X. XXXXX
CPT, FA
Commanding

S A M P L E

APPENDIX C
Sample Commander's Sexual Harassment Letter

LETTERHEAD

ABCD-EF-G (600-20)

Current Date

MEMORANDUM FOR All Personnel, (Unit)

SUBJECT: Prevention of Sexual Harassment

1. I expect all leaders of this command to take responsibility for both prevention and appropriate corrective action in eliminating sexual harassment. All members of this command will experience an environment free of unsolicited and unwelcomed sexual overtures.
2. Sexual harassment is deliberate or repeated, unsolicited, degrading, and embarrassing. It is sexually related in language, gestures, coercion, and physical contact which are unwelcome. The term "unwelcome" is determined by the recipient not the offender. Sexual harassment violates standards of integrity and impartiality. It also undermines interpersonal relationships and interferes with the effectiveness of the unit and mission accomplishment.
3. Any member of this command who thinks he/she is experiencing sexual harassment either on or off duty will report the incident immediately. An allegation of sexual harassment will be treated at all levels of command with the seriousness it deserves.
4. A copy of this statement will be permanently posted on the unit bulletin board and in work areas.

XXXXXXXXX X. XXXXX
CPT, IN
Commanding

S A M P L E

APPENDIX D
Sample Commander's EO Complaint Processing Letter

LETTERHEAD

ABCD-EF-G (600-20)

Current Date

MEMORANDUM FOR All Personnel, (Unit)

SUBJECT: Equal Opportunity Complaint Processing Procedures

1. Soldiers and family members who believe they have been discriminated against because of race, color, religion, gender, or national origin have the right to file a complaint. Our soldiers and their families have the additional right to thorough and expedient investigations of their grievances when they perceive an injustice or incident or unfair treatment.
2. The chain of command has primary responsibility for processing complaints of discrimination. Although using the chain of command is strongly encouraged, it will not serve as the only channel available to the complainant. Should the complainant feel uncomfortable in filing a complaint with his/her chain of command, or should the complaint be against a member of the chain of command, there are alternate channels available to the complainant (see Encl).
3. This command will process all complaints IAW AR 600-20 and as outlined in my enclosure. All leaders will ensure that our soldiers are fully aware of the procedures for having their complaint heard.
4. A copy of this statement will be permanently posted on the unit bulletin board and in work areas.

XXXXXXXXX X. XXXXX
CPT, AG
Commanding

S A M P L E

APPENDIX E

GUIDE FOR DEVELOPING AN EFFECTIVE EO COMMAND CLIMATE ASSESSMENT AND TRAINING PLAN

E-1. REFERENCES

- a. AR 350-1, Army Training
- b. DA Pam 350-2, Developing and Maintaining Cohesion
- c. DA Pam 350-20, Unit EO Training Guide
- d. DA Pam 600-26, Department of the Army Affirmative Action Plan
- e. DA Pam 600-69, Unit Climate Profile
- f. Field Manual 25-2, Unit Training Management

E-2. PURPOSE

This appendix provides a guide for assessing command EO climate and determining training needs.

E-3. ASSESSMENT PLANNING GUIDE

a. The key to assessment planning is knowing your planned outcome, methods, and resources.

b. When determining your outcome, ask:

- (1) What do I want to achieve?
- (2) What do I want to avoid?
- (3) What do I need to know?
- (4) What will be done with the data?
- (5) Who has the information I need?
- (6) What is the commander's intent?

c. Using more than one method will provide a more complete picture of the EO climate than using just one method. The following methods should be used in an assessment:

(1) Interviews

(2) Questionnaire (survey)

(3) Observation

(4) Research (case studies)

(5) Review of unit records to include analyzing demographic representations and unit administrative and disciplinary actions.

d. When determining your resources, ask:

(1) Who and what is available?

(2) What are my constraints?

E-4. OUTLINE FOR ASSESSING EO TRAINING

a. determine target population to be assessed.

b. Assess needs of target population (commander or equal opportunity advisor assessment).

c. Conduct pretest (before group receives EO training).

d. Provide EO training based on results of pretest.

e. Conduct post test (after group receives EO training).

f. Determine if training was effective; revise as necessary.

Appendix F Tattoo Decision Flow Chart

